HUMANIZED MANAGEMENT IN ORGANIZATIONS: A BIBLIOMETRIC ANALYSIS

GESTÃO HUMANIZADA NAS ORGANIZAÇÕES: UMA ANÁLISE BIBLIOMÉTRICA

GESTIÓN HUMANIZADA EN LAS ORGANIZACIONES: UN ANÁLISIS BIBLIOMÉTRICO

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ABSTRACT

The appreciation of humanized management, well-being, and healthy organizations has gained prominence in recent decades, becoming essential for the human, sustainable, and socially responsible development of contemporary organizations. This study aims to map the trajectory of scientific production on healthy organizations, humanized management, and happiness at work, as well as their interrelationships. To this end, a bibliometric analysis was conducted using the Scopus, Web of Science, and SciELO databases, considering publications up to August 2025, and employing the VOSviewer software to map keyword co-occurrence networks. The analysis covers temporal, geographic, authorship, and keyword aspects, as well as the most relevant publications. Results reveal a significant growth of studies, especially after 2014, with emphasis on the combination of healthy organizations and happiness at work, which shows greater representativeness. Geographically, the United States and Spain stand out as central research hubs, while Latin America, particularly Brazil, shows limited participation. It is concluded that there are theoretical and empirical gaps in the integration of the three constructs, revealing opportunities for future research that explore approaches focused on care, the appreciation of human value, and the promotion of well-being as strategic pillars of humanized management.

Keywords: Bibliometric Analysis. Healthy Organizations. Humanized Management. Happiness at Work.

RESUMO

A valorização da gestão humanizada, do bem-estar e das organizações saudáveis tem ganhado destaque nas últimas décadas, tornando-se essencial para o desenvolvimento humano, sustentável e socialmente responsável das organizações contemporâneas. Objetiva-se, neste estudo, mapear a trajetória da produção científica sobre organizações saudáveis, gestão humanizada e felicidade no trabalho, bem como suas inter-relações. Para tanto, procede-se a uma análise bibliométrica nas bases Scopus, *Web of Science* e SciELO,

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considerando publicações até agosto de 2025 e utilizando o *software VOSviewer* para o mapeamento de redes de coocorrência de palavras-chave. A análise aborda aspectos temporais, geográficos, de autoria, publicações mais relevantes e principais palavras-chave. Observa-se crescimento significativo das pesquisas, especialmente a partir de 2014, com destaque para a combinação organizações saudáveis e felicidade no trabalho, que apresenta maior representatividade. Geograficamente, destacam-se os Estados Unidos e a Espanha como polos centrais de produção, enquanto a América Latina, especialmente o Brasil, mostra baixa inserção na temática. Conclui-se que há lacunas teóricas e empíricas na integração dos três construtos investigados, revelando oportunidades para estudos futuros que explorem abordagens voltadas ao cuidado, à valorização das pessoas e à promoção do bem-estar como eixos estratégicos de uma gestão humanizada.

Palavras-chave: Análise Bibliométrica. Organizações Saudáveis. Gestão Humanizada. Felicidade no Trabalho.

RESUMEN
La valorización de la gestión humanizada, del bienestar y de las organizaciones saludables ha ganado relevancia en las últimas décadas, convirtiéndose en un elemento esencial para el desarrollo humano, sostenible y socialmente responsable de las organizaciones contemporáneas. Este estudio tiene como objetivo mapear la trayectoria de la producción científica sobre organizaciones saludables, gestión humanizada y felicidad en el trabajo, así como sus interrelaciones. Para ello, se realizó un análisis bibliométrico en las bases de datos Scopus, Web of Science y SciELO, considerando publicaciones hasta agosto de 2025, y utilizando el software VOSviewer para el mapeo de redes de coocurrencia de palabras clave. El análisis aborda aspectos temporales, geográficos, de autoría, publicaciones más relevantes y principales palabras clave. Se observa un crecimiento significativo de las investigaciones, especialmente a partir de 2014, con énfasis en la combinación organizaciones saludables y felicidad en el trabajo, que presenta mayor representatividad. Geográficamente, se destacan Estados Unidos y España como polos centrales de producción, mientras que América Latina, especialmente Brasil, muestra una participación limitada. Se concluye que existen vacíos teóricos y empíricos en la integración de los tres constructos, lo que revela oportunidades para futuras investigaciones que exploren enfoques orientados al cuidado, la valorización de las personas y la promoción del bienestar como ejes estratégicos de una gestión humanizada.

Palabras clave: Análisis Bibliométrico. Organizaciones Saludables. Gestión Humanizada. Felicidad en el Trabajo.

1 INTRODUCTION

Organizations represent, in contemporary society, the main spaces for the development and expression of human potential, as they are where people dedicate most of their productive hours, build relationships, and give meaning to their professional and personal trajectories. When these environments go beyond a logic focused exclusively on economic results and begin to incorporate values oriented toward human dimensions, such as respect, care, empathy, and the appreciation of people, they become spaces of integral growth. This perspective allows organizations to promote more meaningful and positive experiences for their employees, strengthening their sense of belonging, purpose, and fulfillment at work (Sisodia & Gelb, 2020). Thus, the most dynamic and resilient organizations are those that transcend strictly financial objectives and guide their actions by broader purposes, integrating social, human, and environmental dimensions into their strategies. These organizations stand out for their ability to generate shared value and promote significant transformations in people's lives, creating work environments guided by purpose, socio-environmental awareness, and the appreciation of human relationships. By fostering more ethical, collaborative, and joyful connections with the society in which they operate, they consolidate themselves as spaces of collective prosperity and positive impact (Gonzalez, 2022).

From this perspective, the concept of humanized management is consolidated—one that recognizes human capital as an essential agent of organizational transformation and the workplace as a space for the integral development of people. This approach is grounded in the continuous promotion of happiness, well-being, equity, and quality of life, encompassing both personal and professional dimensions. By valuing human relationships and seeking to reduce inequalities and social injustices, humanized management proposes practices that strengthen the construction of healthy, ethical, and socially responsible organizations capable of reconciling performance with care for people (Willerding, Alves & Lapolli, 2021).

In this context, the present bibliometric analysis, conducted as part of the doctoral research of the first author, with the support of her advisor and co-advisor, aimed to examine the trajectory of scientific publications addressing the themes of healthy organizations, humanized management, and happiness at work, as well as their intersections, in order to broaden the scope and depth of analysis. As Donthu et al. (2021) point out, rigorously conducted bibliometric studies can establish consistent foundations for the advancement of a given field of knowledge, enabling researchers to gain a comprehensive view of scientific

production, identify existing gaps, formulate new research questions, and strategically position their contributions within the field of study.

The searches were carried out directly through the database' search mechanisms, applying filters relevant to the scope of the study. The retrieved records were then analyzed using analytical tools integrated into the databases themselves, complemented using the VOSviewer software, employed to map and visualize term co-occurrence networks, allowing for the identification of patterns, trends, and relationships in scientific production.

Thus, this study conducted a comprehensive analysis of scientific literature, describing its temporal evolution, identifying the authors with the highest number of publications and the countries with the greatest research volume, highlighting geographic distribution and main research hubs. In addition, a thematic analysis of the most recurrent keywords was carried out through bibliometric networks to identify similarities among studies and map the main conceptual interrelations.

2 METHODOLOGY

Bibliometrics is a method for analyzing scientific production that employs statistical techniques to identify trends and relationships among publications, allowing for the systematic mapping and interpretation of accumulated knowledge. It is an essential tool for understanding the evolution of research fields, enabling the interpretation of large volumes of unstructured data in a systematic and rigorous manner. Over time, it has gained increasing prominence and application across different areas of research (Ninkov, Frank & Maggio, 2022; Donthu et al., 2021; Passas, 2024).

For the development of this bibliometric analysis, the evolution of scientific publications indexed in three databases recognized by the academic community internationally, was investigated: Web of Science (WoS), Scopus, and Scientific Electronic Library Online (SciELO). The choice of these databases is justified by their breadth, quality, and relevance, offering multidisciplinary coverage, indexing high-impact journals, and, in the case of SciELO, providing representativeness of Latin American scientific production, ensuring the inclusion of relevant literature published in Portuguese and Spanish.

For the execution of this study, a five-step structured procedure was adopted, according to Chueke and Amatucci (2015), allowing for the logical and sequential organization of all actions necessary for its development. In the first stage, the research

descriptors were defined based on the terms "healthy organizations", "humanized management", and "happiness at work", as well as their similar terms, as shown in Table 1.

Table 1

Research Descriptors

Terms	Similar terms
Healthy organizations	Healthy workplaces; Healthy companies Health-promoting organizations; Socially responsible organizations.
Humanized management	Humanistic management
Happiness at work	Workplace happiness; Job happiness; Work happiness; Job satisfaction; Job satisfaction; Well-being at work; Workplace well-being Work engagement; Quality of work life.

Source: Prepared by the authors (2025).

In the second stage, the search strings were defined, developed using English terms for the Scopus and Web of Science databases, and complemented by Portuguese and Spanish terms for the SciELO database. The searches included similar terms (Table 2) and employed Boolean operators, combining the terms in pairs and groups of three, to understand the interrelationships among the constructs and map the areas of greatest relevance and scientific interest.

Table 2

Search strings

Terms	Search strings
Healthy organizations + Humanized management	(("healthy organization*") OR ("healthy workplace*") OR ("healthy compan*") OR ("health-promoting organization*") OR ("socially responsible organization*") OR ("organizações saudáveis*") OR ("ambientes de trabalho saudáveis*") OR ("empresas saudáveis*") OR ("organizações promotoras de saúde*") OR ("organizações socialmente responsáveis*") OR ("organizaciones saludables*") OR ("lugares de trabajo saludables*") OR ("empresas saludables*") OR ("organizaciones que promueven la salud*") OR ("organizaciones socialmente responsables*")) AND (("humanized management*") OR ("humanistic management*") OR ("gestão humanizada*") OR ("gestão humanista*") OR ("gestión humanizada*") OR ("gestión humanista*"))
Healthy organizations + Happiness at work	(("healthy organization*") OR ("healthy workplace*") OR ("healthy compan*") OR ("health-promoting organization*") OR ("socially responsible organization*") OR ("organizações saudáveis*") OR ("ambientes de trabalho saudáveis*") OR ("empresas saudáveis*") OR ("organizações promotoras de saúde*") OR ("organizações socialmente responsáveis*") OR ("organizaciones saludables*") OR ("lugares de trabajo saludables*") OR ("empresas saludables*") OR ("organizaciones que promueven la salud*") OR ("organizaciones socialmente responsables*")) AND (("happiness at work*") OR ("workplace happiness*") OR ("job happiness*") OR ("work happiness*") OR ("job satisfaction*") OR ("well-being at work*") OR ("workplace well-being*") OR ("work engagement*") OR ("quality of

	work life*") OR ("felicidade no trabalho*") OR ("felicidade no local de trabalho*") OR ("felicidade no emprego*") OR ("felicidade no serviço*") OR ("satisfação no trabalho*") OR ("bem-estar no trabalho*") OR ("bem-estar no local de trabalho*") OR ("engajamento no trabalho*") OR ("qualidade de vida no trabalho*") OR ("felicidad en el trabajo*") OR ("felicidad en el lugar de trabajo*") OR ("felicidad en el empleo*") OR ("felicidad en el oficio*") OR ("satisfacción laboral*") OR ("bienestar en el trabajo*") OR ("bienestar en el lugar de trabajo*") OR ("compromiso laboral*") OR ("calidad de vida laboral*"))
Humanized management + Happiness at work	(("humanized management*") OR ("humanistic management*") OR ("gestão humanizada*") OR ("gestão humanista*") OR ("gestión humanizada*") OR ("gestión humanista*")) AND (("happiness at work*") OR ("workplace happiness*") OR ("job happiness*") OR ("work happiness*") OR ("job satisfaction*") OR ("well-being at work*") OR ("workplace well-being*") OR ("work engagement*") OR ("quality of work life*") OR ("felicidade no trabalho*") OR ("felicidade no local de trabalho*") OR ("felicidade no emprego*") OR ("felicidade no serviço*") OR ("satisfação no trabalho*") OR ("bem-estar no trabalho*") OR ("bem-estar no local de trabalho*") OR ("engajamento no trabalho*") OR ("qualidade de vida no trabalho*") OR ("felicidad en el trabajo*") OR ("felicidad en el lugar de trabajo*") OR ("felicidad en el empleo*") OR ("felicidad en el oficio*") OR ("satisfacción laboral*") OR ("bienestar en el trabajo*") OR ("bienestar en el lugar de trabajo*") OR ("compromiso laboral*") OR ("calidad de vida laboral*"))
Healthy organizations + Humanized management + Happiness at work	(("healthy organization*") OR ("healthy workplace*") OR ("healthy compan*") OR ("health-promoting organization*") OR ("socially responsible organization*") OR ("organizações saudáveis*") OR ("ambientes de trabalho saudáveis*") OR ("empresas saudáveis*") OR ("organizações promotoras de saúde*") OR ("organizações socialmente responsáveis*") OR ("organizaciones saludables*") OR ("lugares de trabajo saludables*") OR ("empresas saludables*") OR ("organizaciones que promueven la salud*") OR ("organizaciones socialmente responsables*")) AND (("humanized management*") OR ("humanistic management*") OR ("gestão humanizada*") OR ("gestão humanista*") OR ("gestión humanizada*") OR ("gestión humanista*")) AND (("happiness at work*") OR ("workplace happiness*") OR ("job happiness*") OR ("work happiness*") OR ("job satisfaction*") OR ("well-being at work*") OR ("workplace well-being*") OR ("work engagement*") OR ("quality of work life*") OR ("felicidade no trabalho*") OR ("felicidade no local de trabalho*") OR ("felicidade no emprego*") OR ("felicidade no serviço*") OR ("satisfação no trabalho*") OR ("bem-estar no trabalho*") OR ("bem-estar no local de trabalho*") OR ("engajamento no trabalho*") OR ("qualidade de vida no trabalho*") OR ("felicidad en el trabajo*") OR ("felicidad en el lugar de trabajo*") OR ("felicidad en el empleo*") OR ("felicidad en el oficio*") OR ("satisfacción laboral*") OR ("bienestar en el trabajo*") OR ("bienestar en el lugar de trabajo*") OR ("compromiso laboral*") OR ("calidad de vida laboral*"))

Source: Prepared by the authors (2025).

In the third stage, the inclusion and exclusion criteria for the analyzed documents were defined. The inclusion criteria considered the following aspects: type of document: articles, review articles, and conference papers; source of publication: scientific journals and conference proceedings; documents in their final stage; and research areas consistent with the scope of this study. The data collection period was not previously delimited; therefore, all records meeting the inclusion criteria were considered in the analyses, respecting the boundaries of each database, up to August 2025, when the searches were conducted.

Table 3

Search results from the databases

Terms	Databases	Results	Results after filtering
Healthy organizations + Humanized management	Scopus	1	0
	Web of Science	0	0
	SciELO	0	0
Healthy organizations + Happiness at work	Scopus	175	55
	Web of Science	117	87
	SciELO	7	5
Humanized management + Happiness at work	Scopus	13	2
	Web of Science	5	3
	SciELO	0	0
Healthy organizations + Humanized management + Happiness at work	Scopus	0	0
	Web of Science	0	0
	SciELO	0	0

Source: Prepared by the authors (2025).

Finally, in the fifth and last stage of this study, a bibliometric analysis was conducted using the results obtained from the three consulted databases, covering the temporal evolution of publications, the geographical distribution of scientific production, the identification of the most productive authors, the most frequent keywords, and the relationships established among them.

3 RESULTS AND DISCUSSIONS

For the bibliometric analysis of the results obtained from the Scopus, Web of Science, and SciELO databases, the combinations among the constructs were examined.

In the combination between the constructs "Healthy Organizations" and "Humanized Management," only one document was identified in the Scopus database; however, after applying the filtering criteria, no valid records remained. In the Web of Science and SciELO databases, the search returned no results even before filtering. This finding highlights that, although both constructs are relevant, their intersection has not yet been explored in scientific literature. Such an absence suggests the existence of a theoretical and empirical gap, indicating opportunities for future research that articulates humanized management practices with the promotion of healthy organizations, thereby expanding the integrated understanding of well-being, sustainability, and human appreciation in the workplace.

In the analysis of the combination between the constructs "Healthy Organizations" and "Happiness at Work" in the Scopus database, regarding the temporal evolution of the scientific production that relates the two constructs, it is observed that between 2007 and 2014, few studies were recorded, ranging from one to two documents per year. Starting in 2015, greater consistency is observed, with values between two and seven annual publications. The peak occurs in 2020, with seven documents, and again in 2023, also with seven records. In 2024, six articles were published, while in 2025 there are already two records, indicating the continued academic interest, as shown in Figure 1.

Figure 1

Temporal evolution of the scientific production that articulates the constructs healthy organizations and happiness at work
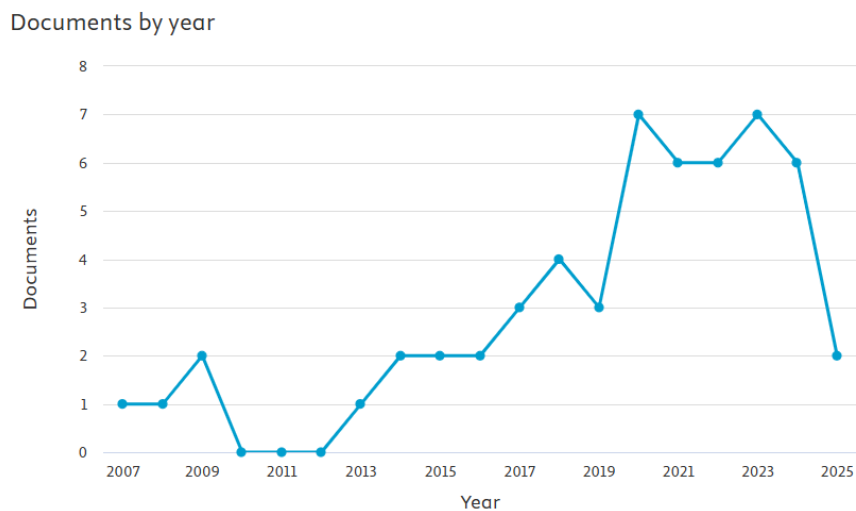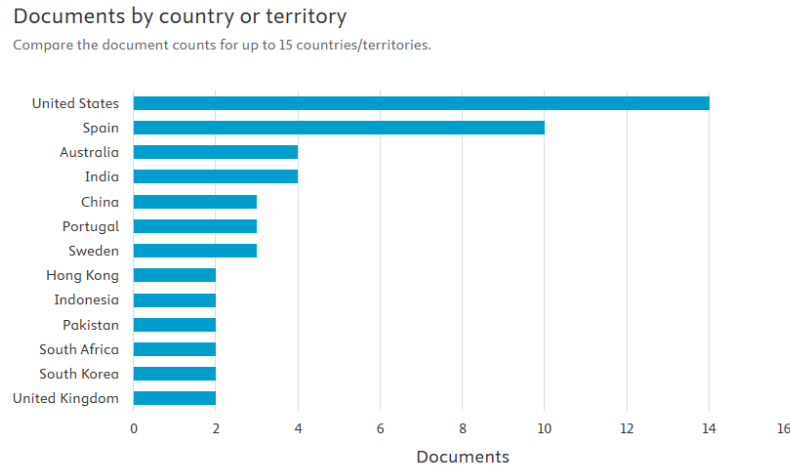

Source: Scopus (2025).

Among the most productive researchers in this field are Topa, G. (Spain), Salanova, M. (Spain), Nwaogu, J. M. (Australia), and Chan, A. P. C. C. (China), each with two publications.

In the analysis of the geographical distribution of scientific production, the United States leads the publications in Scopus with 14 documents, followed by Spain with 10 documents, standing out in studies on healthy and resilient organizations, engagement, and well-being. Other relevant countries include Australia and India, with four publications each, and China, Portugal, and Sweden, with three publications each, as illustrated in Figure 2.

Figure 2

Geographical distribution of scientific publications that articulate the constructs healthy organizations and happiness at work


Source: Scopus (2025).

It is noteworthy that, although the United States leads in publications, as shown in Figure 2, none of its researchers appear among the most productive authors in this specific scope, while countries such as Spain and Australia show greater visibility through specific scholars. Furthermore, the absence of Brazil in both analyses reinforces a gap in national participation within the international debate on the subject.

Regarding the Web of Science database, the temporal evolution of the scientific production that articulates the two constructs is still limited but has been growing since the first record in 2007. There were occasional publications in 2009 and 2010, followed by a gradual increase starting in 2013. The peak occurred in 2022, with 12 documents, followed by 6 in 2023 and 5 in 2024, while 2025 has, so far, recorded 1 publication, as shown in Figure 3.

Figure 3

Temporal evolution of scientific publications that articulate the constructs healthy organizations and happiness at work
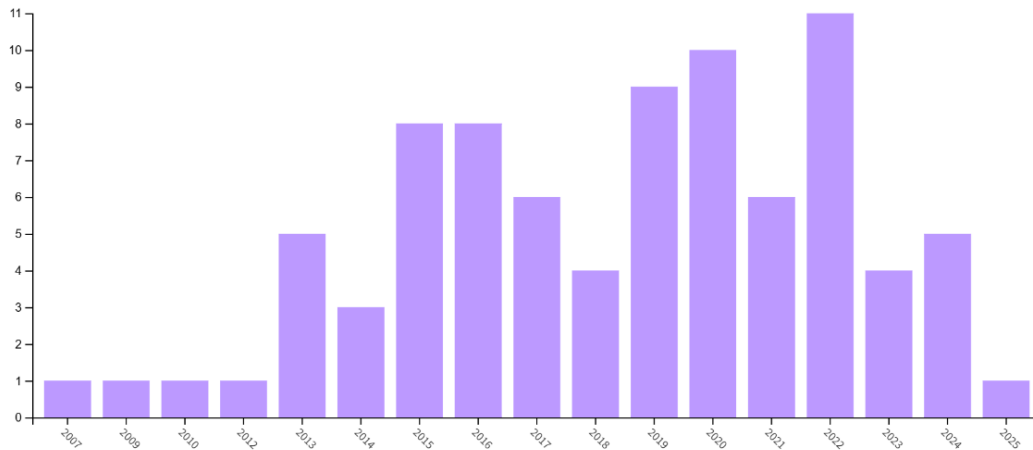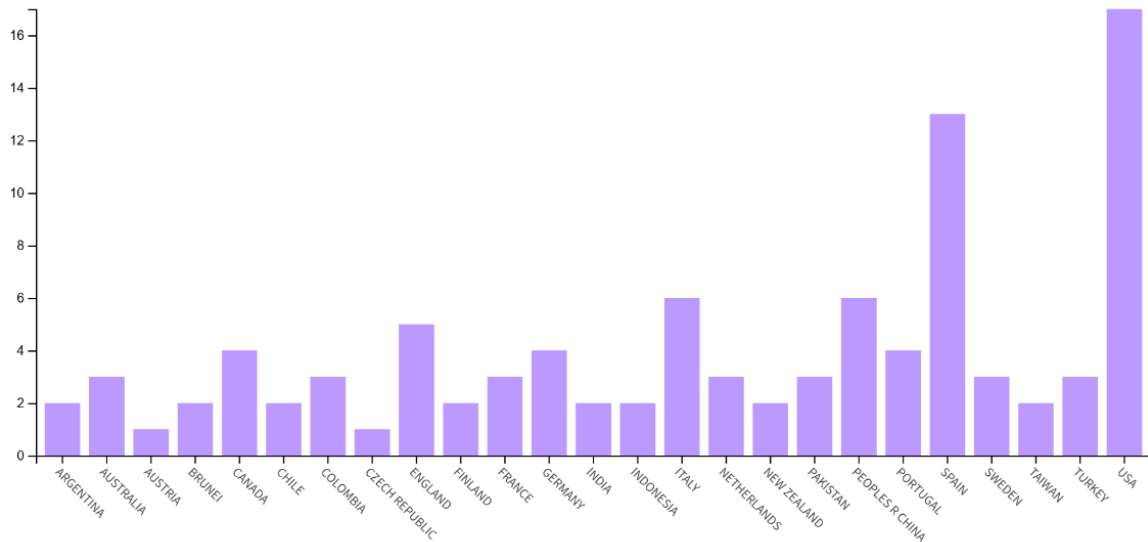

Source: Web of Science (2025).

The authors who stand out the most with the highest number of publications in this combination of constructs are Marisa Salanova (Spain) with eight documents, Susana Llorens (Spain) with seven articles, and Isabel María Martínez (Spain) with three documents. These researchers contribute to the study of the relationships between organizational health, engagement, and happiness at work, directly supporting the dissemination of the HERO Model (defines healthy and resilient organizations as those that develop positive resources and practices, promote employee well-being and health, and consequently achieve sustainable organizational results).

The analysis by geographical distribution, as shown in Figure 4, indicates that the United States leads the production with 17 documents, followed by Spain with 13 documents, which is consolidated as an important research center on the topic. Next are Italy and China with 6 documents, the United Kingdom with 5 documents, and Canada, Germany, and Portugal with 4 documents each.

Figure 4

Geographical distribution of scientific publications that articulate the constructs healthy organizations and happiness at work


Source: Web of Science (2025).

This diversity of countries confirms the global interest in the topic, but with strong North American and European prominence. The United States leads in the volume of publications but lacks individually prominent authors, indicating a dispersed production. Spain, on the other hand, stands out both in the number of documents and in the concentration of leading researchers, establishing itself as a center of excellence in the field.

Regarding the SciELO database, seven records were identified, and after filtering, only five documents remained. The temporal evolution of the scientific production for this combination is still limited and scattered, with the first record in 2014, one record in 2018, two records in 2021, and one record in 2022. In terms of the geographical distribution of publications, there is a concentration in a few countries: Colombia and Portugal, both with two publications, and Chile with one. Notably, there is an absence of studies from Brazil, which indicates an important gap in the literature concerning the integration of these two constructs.

The comparative analysis of the temporal evolution of publications in the Scopus, Web of Science, and SciELO databases combining the terms "Healthy Organizations + Happiness at Work" reveals distinct patterns among the three databases, as shown in Figure 5.

Figure 5

Temporal evolution of scientific publications that articulate the constructs healthy organizations and happiness at work in the Scopus, Web of Science, and SciELO databases.
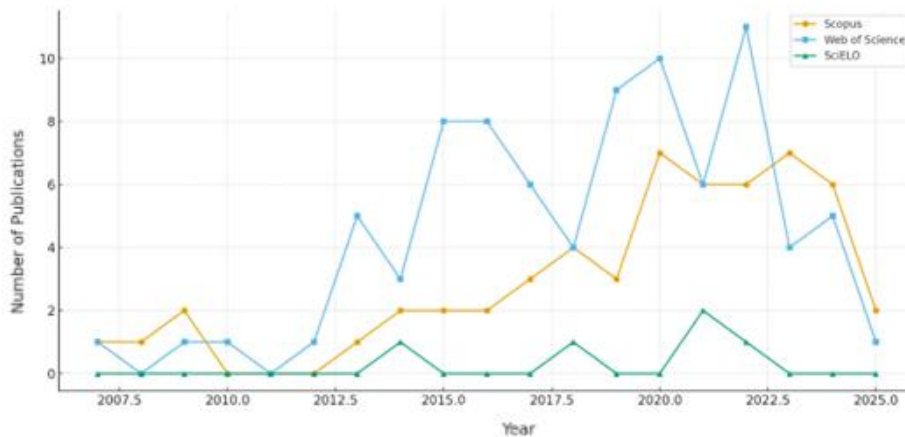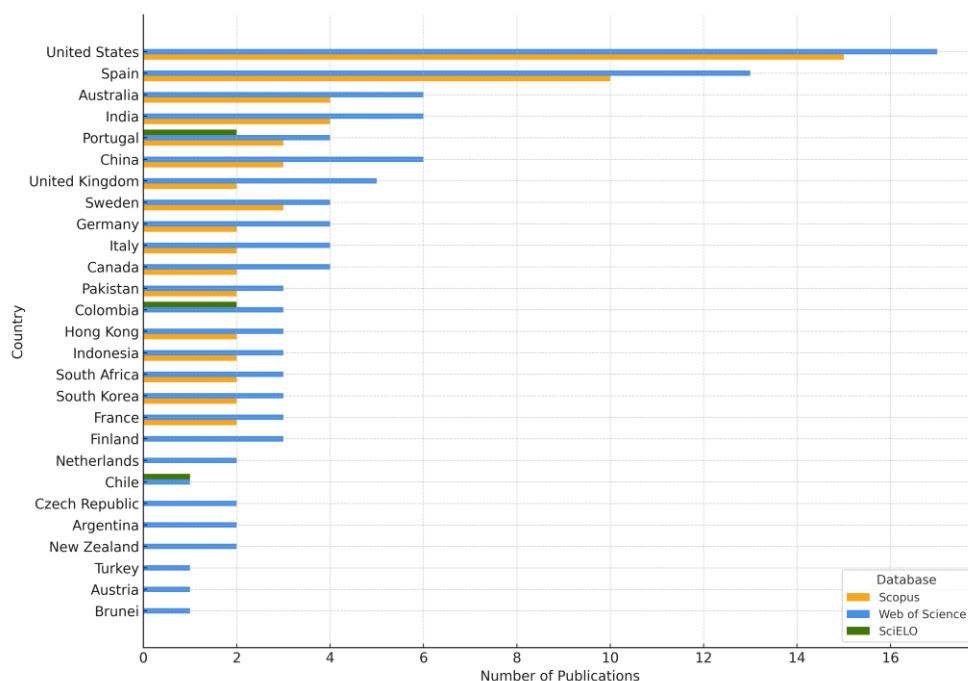

Source: Prepared by the authors (2025).

In Scopus, a gradual increase has been observed since 2007, with greater consistency from 2014 onward and a significant concentration between 2020 and 2024, demonstrating the consolidation of the topic in the international literature. In the Web of Science, publication growth is irregular, with a peak in 2022 (11 documents). In contrast, in SciELO, production is scarce and sporadic between 2014 and 2022, evidencing the incipience of the topic. Overall, the progress is more consistent in international databases (Scopus and WoS), while in SciELO there is still room to expand studies.

The comparative analysis of the geographical distribution of publications in the three databases combining "Healthy Organizations + Happiness at Work" indicates a greater concentration in countries along the United States–Western Europe axis, with the United States standing out as the leader in the number of records in the Scopus and Web of Science databases, as shown in Figure 6.

Figure 6

Geographical distribution that articulates the constructs healthy organizations and happiness at work in the Scopus, Web of Science, and SciELO databases

Source: Prepared by the authors (2025).

Spain stands out as the second most relevant hub, consolidating the topic in Europe, especially in countries such as Italy, the United Kingdom, Germany, France, and Portugal. There are also occasional contributions from Asia and Oceania, showing the global expansion of the debate. On the other hand, SciELO presents more limited results, with publications in Colombia, Portugal, and Chile, demonstrating the database's restriction and the need for greater encouragement of research on the topic. A relevant aspect is the absence of Brazil in the results for this combination of constructs.

In the combination between the constructs "Humanized Management" and "Happiness at Work," the search in the Scopus database identified 13 records, of which only 2 met the filtering criteria. The production showed a sporadic character, with one study dated 1986 (United States) and the most recent published in 2017 (New Zealand).

In the Web of Science database, the combination of these constructs resulted in 5 overall records, and after filtering, only 3 articles remained: one from 1986 (United States), one from 2022 (China), and another from 2023 (New Zealand).

In the SciELO database, the combination between the constructs "Humanized Management" and "Happiness at Work" did not yield any results, as shown in Table 3, indicating the absence of indexed studies that directly articulate these two dimensions.

To deepen the analysis, a search was conducted by simultaneously combining the three investigated constructs healthy organizations, humanized management, and happiness at work, along with their similar terms, using the Boolean operator AND, to identify studies that addressed these themes in an integrated manner. However, the search in the Scopus, Web of Science, and SciELO databases did not return any documents, even before applying the previously established methodological filters, as presented in Table 3.

This result reveals that, although there are publications addressing these constructs in combination between two of them, no studies were found that simultaneously articulate all three within the scope defined in this research. Such an absence reinforces the originality and relevance of the present investigation, as it points to a significant gap in the scientific literature and highlights the opportunity to develop integrated approaches that directly relate to the promotion of healthy organizations, the adoption of humanized management practices, and the pursuit of happiness at work.

3.1 BIBLIOMETRIC NETWORK ANALYSIS BY KEYWORDS

The bibliometric network analysis makes it possible to identify patterns and relationships within scientific production, and VOSviewer stands out as specialized software in this process, offering high-quality graphical representations and efficiency in handling large volumes of data. Its main purpose is to represent the similarities among scientific elements, positioning them on maps according to their proximity or distance (Eck & Waltman, 2010).

In the combinations Healthy Organizations + Humanized Management, Humanized Management + Happiness at Work, and the three constructs combined, it was not possible to perform the bibliometric analysis using VOSviewer due to the limited number of identified publications: only one article in Scopus and none in Web of Science and SciELO for the first combination; 13 articles in Scopus and 5 in Web of Science for the second combination; and no publications for the three constructs combined. This insufficient volume made it impossible to generate consistent keyword co-occurrence maps, as there was not enough density of terms and connections for cluster formation.

Given this limitation, the analysis focused on the combination Healthy Organizations + Happiness at Work, which showed greater representativeness. This choice made it possible

to graphically explore, through VOSviewer, the frequencies and interrelationships among the keywords, indicating thematic connections and research trends in the Scopus and Web of Science databases.

Figure 7 presents the bibliometric network constructed from the most frequent keywords related to the combination of the constructs "Healthy Organizations" and "Happiness at Work," identified in the Scopus database.

Figure 7

Bibliometric network generated from the most frequent keywords in the combination of the constructs "Healthy Organizations + Happiness at Work" in the Scopus database
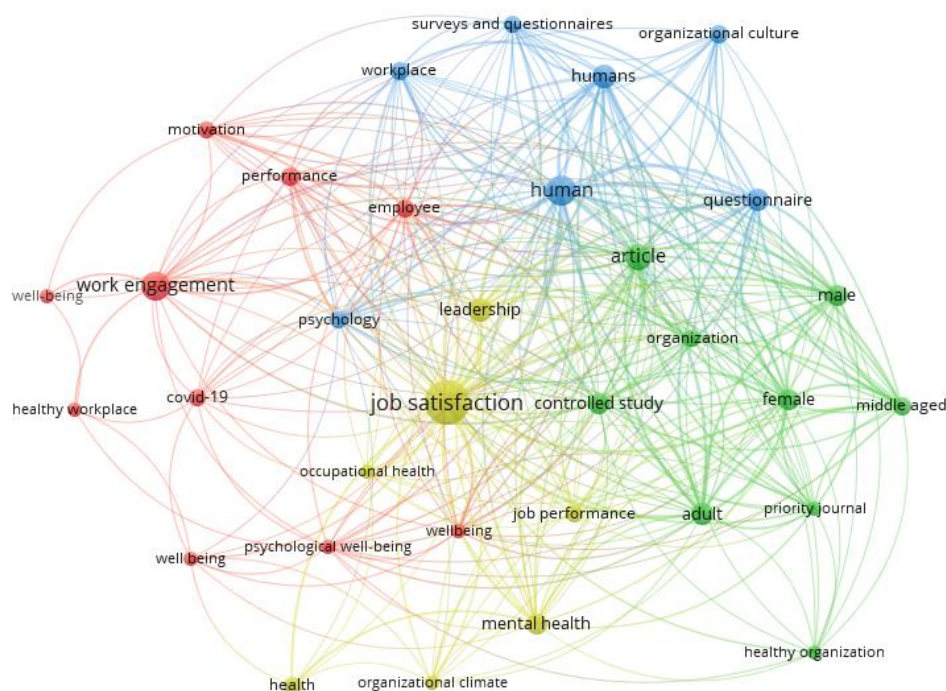
Figure 1, generated in VOSviewer from the keywords of 55 articles in the Scopus database (with at least three occurrences), presents a network composed of 33 terms organized into four thematic clusters. The yellow cluster groups concepts related to job satisfaction, mental health, psychological well-being, and organizational climate; the red cluster gathers terms associated with engagement, motivation, performance, and psychosocial factors; the green cluster focuses on demographic and methodological descriptors, reflecting the predominance of quantitative studies; and the blue cluster is related to instruments and the organizational context, such as culture and workplace.

The most frequent terms are "job satisfaction" (28 occurrences), "human" (13), and "work engagement" (12), forming the central core of the network. The presence of "leadership" (8 occurrences) reveals its cross-cutting relevance, connecting different themes, while "Covid-19" emerges as a contemporary marker in discussions on mental health and quality of work life. The graphical arrangement of the terms indicates a strong interrelation between happiness, engagement, and psychological health, revealing the integration between individual and organizational aspects within the field of healthy organizations and humanized management.

Figure 8 presents the bibliometric network constructed from the most frequent keywords related to the combination of the constructs "Healthy Organizations" and "Happiness at Work," identified in the Web of Science database.

Figure 8

Bibliometric network generated from the most frequent keywords in the combination of the constructs "Healthy Organizations + Happiness at Work" in the Web of Science database

Source: Prepared by the authors using VOSviewer software, with data from the Web of Science (2025).

Figure 2, developed in VOSviewer from the keywords of 87 articles in the Web of Science database (with at least five occurrences), presents a network composed of 36 terms organized into four thematic clusters. The green cluster brings together concepts related to satisfaction, health, and organizational behavior; the red cluster focuses on terms concerning engagement, performance, and burnout; the yellow cluster groups descriptors related to well-being, leadership, and organizational climate; and the blue cluster addresses health and occupational stress.

The most frequent terms are "job satisfaction" (35 occurrences), "work engagement," and "performance" (both with 25), forming the central core of the network. Also noteworthy are "burnout" (16 occurrences), which is strongly connected to engagement and performance, indicating the impact of occupational stress, and "transformational leadership" (8 occurrences), which acts as a link between well-being, organizational climate, and productivity. The spatial arrangement of the terms indicates interconnected conceptual cores, in which happiness, psychological health, and performance appear as mutually related dimensions, while factors such as stress and burnout function as critical elements capable of intensifying or undermining well-being and organizational effectiveness.

Finally, regarding the SciELO database, it was not possible to perform the bibliometric network analysis by keywords for the combination of the constructs "Healthy Organizations" and "Happiness at Work" using the VOSviewer software, due to the low representativeness of the results. As shown in Table 3, only five articles related to the topic were identified, an insufficient number for generating a consistent keyword network in the VOSviewer software.

4 CONCLUSION

The bibliometric analysis conducted in the Scopus, Web of Science (WoS), and SciELO databases made it possible to map the scientific production on healthy organizations, humanized management, and happiness at work in a combined manner.

Among the combinations of constructs, the relationship between healthy organizations and happiness at work stands out, gaining relevance since 2007, while the intersections Healthy Organizations + Humanized Management and Humanized Management + Happiness at Work remain incipient, with a low volume and dispersion of publications. This scenario demonstrates both the consolidated progress around happiness at work and the gaps that persist in the articulation among the three themes.

From a geographical perspective, the production is concentrated in the United States and Western Europe, with Spain standing out in the scope of healthy organizations and happiness at work. Latin America shows a more modest presence and, in the case of SciELO, remains scattered and sporadic. This pattern suggests research opportunities for the region, including Brazil, with the potential for original contributions that integrate humanized management practices, the promotion of healthy environments, and outcomes related to well-being and performance.

The analysis of the bibliometric networks generated by the VOSviewer software revealed a central conceptual triad that structures the field of study, consisting of job satisfaction, work engagement, and health/well-being. These three axes are strongly interconnected, serving as the foundation of research and frequently influenced by factors such as leadership and aspects of organizational climate and culture, which can either facilitate or hinder the development of healthier work environments.

The importance of studying Humanized Management with a focus on care, appreciation, and people's well-being gains scientific and social relevance and is reinforced by the contribution of the authors who support this theme. As observed with researchers such as Marisa Salanova, Susana Llorens, and Isabel María Martínez, for instance, by validating the HERO Model, they empirically demonstrated that organizations investing in healthy practices and strengthening engagement promote greater resilience and sustainable results. These findings support the notion that people's well-being goes beyond an ethical value, constituting an essential strategic resource. In this context, humanized management approaches, when incorporated into organizational practices, show the potential to positively impact perceptions of justice, commitment, and job satisfaction, reinforcing the idea that the humanization of management is indispensable for organizations that seek efficiency, legitimacy, and social sustainability.

The bibliometric analysis also made it possible to reveal significant gaps that make research involving Humanized Management focused on care, appreciation, and people's well-being particularly relevant. The intersections among the three investigated constructs, healthy organizations, humanized management, and happiness at work, remain underexplored in literature and are practically nonexistent in studies that address them simultaneously, revealing a theoretical and methodological gap that needs to be filled. There is also a noticeable scarcity of studies in the Latin American context, especially in Brazil, and a predominance of cross-sectional and quantitative designs which, although useful for

mapping associations, limit the ability to understand causal processes, implement interventions, and evaluate their impacts in greater depth. In this context, studies addressing this theme may take on an innovative character by proposing the investigation of humanized management policies and practices guided by care, the integral appreciation of people, and their physical, emotional, and social well-being, thereby responding to these gaps.

Thus, this bibliometric analysis contextualizes the current scientific knowledge, legitimizing the originality and relevance of addressing this theme by demonstrating that there is an unprecedented opportunity to advance the integration between humanized management, healthy organizations, and happiness at work, especially in underrepresented contexts. By bringing to the center of the debate the appreciation of the person as the essence of organizations, these studies can position themselves at the frontier of knowledge and respond to an urgent demand: to build more ethical, caring, and sustainable organizations in which employees are recognized in their entirety and considered the true foundation for long-term human and organizational development.

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